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CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date:	June 12, 2007
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Meeting Date:	June 26, 2007

TO: Vancouver City Council

FROM: Director of Social Planning

SUBJECT: 2007 Social Services Partners in Organizational Development Grant - Spring Cycle

RECOMMENDATION

THAT Council approve one Social Services Partners in Organizational Development grant of $15,000 to the Centre for Sustainability for subsequent distribution to four community services organizations in the amounts listed in APPENDIX A of this report; source of funds to be the 2007 Community Services Grants budget.

GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of the foregoing.

COUNCIL POLICY

Approval of grant recommendations requires eight affirmative votes.

PURPOSE

The purpose of this report is to seek approval to allocate a grant to the Centre for Sustainability as the City's contribution to the Social Services Partners in Organizational Development (POD) Grant Program. The Centre for Sustainability administers this grant program on behalf of the City of Vancouver, United Way of the Lower Mainland, the Vancouver Foundation, and the Ministry of Children and Family Development. The City funds will be used to solely support organizational capacity building activities for Vancouver groups. In strengthening the non-profit sector in Vancouver, City funds will help community services agencies whose work fits within the Community Services Grants eligibility criteria, i.e.

agencies that provide services or programs for residents who are experiencing social, physical, and/or economic disadvantage and/or who face discrimination.

BACKGROUND

The Social Services Partners in Organizational Development Grants program is a multi-funder initiative started in 1989. The aim of this grant program is to help non-profit groups deal with common organizational problems and thus to function more effectively. The 2007 funding partners are: Vancouver Foundation, United Way of the Lower Mainland, City of Vancouver, and the Ministry of Children and Family Development. The Centre for Sustainability administers the POD Grants Program on behalf of the participating funders. This organization was established in 2003, with the mission to increase the capacity and effectiveness of people and organizations engaged in British Columbia's not-for-profit sector. It provides an access and referral point for technical assistance to support organizational development. As the administrator of the Social Services POD Program, it is responsible for marketing the grant program, co-ordinating POD funder meetings, providing technical assistance to prospective grant applicants, compiling mailing lists, distributing applications, mailing out cheques, providing follow-up to successful and unsuccessful applicants, securing project evaluation reports due at the end of each year from grant recipients and recruiting additional funding partners. Currently, each funder contributes a 12% administration fee to offset these administration costs.

Social Services Partners in Organizational Development grants are exclusively for hiring a consultant to assist non-profit community services agencies with organizational development activities including board development, diversity and access planning, planning for organizational change and renewal, and development of strategic, fundraising, financial, communications or marketing plans. A copy of the 2007 POD Grant Program Description and Guidelines is attached as APPENDIX D. Proposals are assessed on the basis of completeness of the application, eligible activities and costs, documented need, a clear activity plan and the long-term benefit to the organization as a whole. A committee of staff representing each funder reviews the POD Grant applications.

On April 3, 2007, Council approved an allocation of $30,000 for the Partners in Organizational Development (POD) portion of the Community Services Grants. These reserved funds were set aside to be used for the 2007 Spring and Fall POD Grant allocations to the Centre for Sustainability. Having two grant cycles provides community services groups more opportunities to secure funding in a timely manner so they can undertake work they want to do around organizational capacity building. It also allows groups that were unsuccessful in one cycle to seek assistance to improve their application and reapply within one calendar year.

The $30,000 POD reserve is to be distributed in two separate allocations. The first $15,000 allocation is the subject of this report. This grant will be used as the City's contribution to the Spring 2007 Social Services POD cycle. The remaining $15,000 will be the subject of a December report on the 2007 Fall POD cycle.

DISCUSSION

The total budget for the Spring Social Services POD grant cycle, administered by the Centre for Sustainability, is $132,000. Although the program is province-wide, City funds are only

allocated to Vancouver-based organizations that provide services to Vancouver residents. The other funders contribute both to Vancouver groups and non-Vancouver groups.

Partners in Organizational Development Funder Contribution	**Total**
City of Vancouver	**$15,000**
Vancouver Foundation	$30,000
United Way of the Lower Mainland	$30,000
Ministry of Children and Family Development	$75,000
Sub-total:	***$150,000***
Less 12% administration fee for the Centre for Sustainability	$18,000
TOTAL	**$132,000**

There were 99 Social Services POD applications received this Spring amounting to $449,322 in requests. Of this total, 26 grant applications amounting to $125,550 were from groups located in Vancouver and/or providing services to Vancouver residents. While a significant number of these organizations have administration offices located in Vancouver, their service mandates do not meet the City Community Services Grant eligibility criteria, i.e. the focus of their work is province-wide.

The City's POD allocation will be used along with other funder contributions to support four Vancouver Social Services groups, as noted in APPENDIX A. These groups were selected by all funding partners to receive support based on the merit of their applications. As a result of the City being a funding partner for this grant program, an additional five Vancouver groups will also be funded directly from contributions of the United Way of the Lower Mainland, the Ministry of Children and Family Development and the Vancouver Foundation, see APPENDIX B. In total, Vancouver groups will receive $26,750 from these funders. The Vancouver groups not recommended for POD funding are noted in APPENDIX C. Both, the Centre for Sustainability and funding partners, provide feedback to eligible but unsuccessful applicants to help them improve their applications for future grant cycles.

FINANCIAL IMPLICATIONS

There are no additional financial implications to the 2007 City Operating budget as a result of approving a $15,000 Social Services Partners in Organizational Development grant to the Centre for Sustainability. The funds were approved for POD as a component of the 2007 Community Services Grants budget on April 3, 2007. Council's approval to disburse $15,000 from the Community Services Grants budget will leave $15,000 remaining in the Community Services Grants POD reserve for disbursement in December, 2007.

CONCLUSION

The Director of Social Planning recommends allocation of a $15,000 Social Services POD grant to the Centre for Sustainability, to be subsequently distributed to four Community Services groups as noted in APPENDIX A.

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VANCOUVER ORGANIZATIONS TO RECEIVE CITY FUNDING FROM THE 2007 PARTNERS IN ORGANIZATIONAL DEVELOPMENT GRANT PROGRAM

The following 4 Vancouver Social services organizations are recommended for Partners in Organizational Development grants:

Organization	POD Project	Request	Grant	Other Funders Share	City Share
Chinese Community Library and Services Association	Financial Management Plan	$5,000	$4,000	$700	$3,300
Kitsilano Neighbourhood House	Strategic Plan	$4,800	$3,500	$200	$3,300
Mt. Pleasant Neighbourhood House	Fundraising Plan	$4,800	$4,000	$700	$3,300
S.U.C.C.E.S.S.	Board Development	$4,000	$3,500	$200	$3,300
Sub-Total		$18,600	$15,000	$1,800	$13,200
Plus 12% administration fee to the Centre for Sustainability (calculation based on total of ($15,000).					$1,800
TOTAL					**$15,000**

VANCOUVER ORGANIZATIONS TO RECEIVE 2007 SOCIAL SERVICES POD FUNDING FROM OTHER POD FUNDERS

The following five Vancouver social service organizations will receive support from the other POD funders.

Organization	POD Project	Request	Grant
AIDS Vancouver	Fundraising Plan	$5,000	$4,000
Atira Women's Resource Society	Fundraising Plan	$5,000	$4,000
BC Association for Community Living	Organizational Change and Renewal	$5,000	$3,500
BC Paraplegic Association	Board Development	$4,950	$3,500
British Columbia Self Advocacy Foundation	Strategic Plan	$5,000	$3,500
TOTAL:		$24,950	$18,500

Note: These organizations are either based in Vancouver and/or provide services to Vancouver residents.

VANCOUVER ORGANIZATIONS NOT RECOMMENDED FOR 2007 SOCIAL SERVICES POD FUNDING

The following 17 Vancouver-based or Vancouver-serving social service organizations are not recommended for Social Services POD grants from the City of Vancouver allocation.

Organization	POD Project	Request	Reason For Not Funding
BC Coalition to Eliminate Elder Abuse	Strategic Plan	$5,000	Organization has a provincial service focus and is more appropriately funded by other POD funders; however, the activity plan is unclear
BC Hospice Palliative Care Association	Financial Management Plan	$5,000	Organization has a provincial service focus and is more appropriately funded by other POD funders; however, the activity plan is unclear
Caregivers Association of BC	Organizational Change & Renewal	$5,000	Organization has a provincial service focus and is more appropriately funded by other POD funders; however, the activity plan is unclear
Dr. Peter's AIDS Foundation	Strategic Plan	$5,000	Organization is focused on health services delivery and is more appropriately funded by other POD funders; however, there is insufficient funding to support this project in the Spring funding cycle
EMBERS (Eastside Movement for Business & Economic Renewal)	Fundraising Plan	$5,000	Organization is focused on social enterprise initiatives and is more appropriately funded by other POD funders; however, the activity plan includes a number of ineligible implementation activities
Gordon House Neighbourhood House	Fundraising Plan	$5,000	Ineligible; the fundraising plan was focussed on one service rather than the entire organization and therefore did not meet the POD grant criteria
Jesse's Hope Society	Marketing Plan	$5,000	The organization is focused on health issue and is more appropriately funded by other POD funders; however, the activity plan includes a number of ineligible implementation activities
Living Systems	Strategic Plan	$5,000	Activity plan was unclear about when the consultant would be involved
Marpole Oakridge Family Place	Strategic Plan	$5,000	Activity plan was related to a capital project; the applicant has been advised to apply for a City Capital Grant

Organization	POD Project	Request		Reason For Not Funding
McCreary Centre	Organizational Change and Renewal	$5,000		Organization has a provincial focus to their work; however, the activity plan includes retroactive activities
REACH Community Mental Health Centre	Marketing Plan	$5,000		Ineligible: the marketing plan was focussed on one service rather than the entire organization and therefore did not meet the POD grant criteria
Reseau Femmes Colombie Britannique	Organizational Change & Renewal	$5,000		Organization has a provincial focus and is more appropriately funded by other POD funders; however, there is insufficient funding to support this project in the Spring funding cycle
South Vancouver Family Place (Vancouver Life Skills Society)	Strategic Plan & Financial Management Plan	$3,000		Activity plan is unclear about how it will lead to the development of both plans
SPARC BC	Organizational Change & Renewal	$5,000		Ineligible: activities focused on research to inform SPARC's role as a provincial advocacy organization
Vancouver Association of Transformative Justice Programs Society	Fundraising Plan	$5,000		Focus of organization is restorative justice and is more appropriately funded by other POD funders; however, the activity plan is unclear and includes implementation activities
Vancouver Meal Society (A Loving Spoonful)	Board Development	$4,000		Unclear activity plan
Vancouver Recovery Club	Fundraising Plan	$5,000		Unclear activity plan including a number of implementation activities
TOTAL:		$82,000		

Social Services Partners in Organizational Development

Social ServicesPOD

Spring 2007 Program Description and Guidelines

A Program of:

the Centre for SUSTAINABILITY

Building Effective Not-for-Profit Organizations in B.C.
1200 - 555 West Hastings Street Vancouver BC V6B 4N6
Tel. 604.331.0366 Fax. 604.331.0388
www.centreforsustainability.ca

Deadline: Friday April 27th, 2007

➢ **What is Social Services Partners in Organizational Development (Social ServicesPOD)?**

Social ServicesPOD, a program of the Centre for Sustainability, provides grants to health and social service not-for-profit organizations in British Columbia to help them adapt to change, improve their organization and respond to diversity. Social ServicesPOD funding enables groups to work with an experienced consultant or resource person to enhance organizational effectiveness.

Social ServicesPOD offers short-term support to strengthen organizations.

➢ **Program rationale**

a) *Established in 1989, Social ServicesPOD responds to the need for health and social service not-for-profit organizations to strengthen their practices and adapt to an increasingly complex environment. Challenged by financial uncertainty, demographic shifts, heightened competition and growing service demands, it has become vital for community groups to have strong governance and management practices and the ability to adapt to ongoing change and diversity.*

Social ServicesPOD helps organizations address such questions as:

- **Are our programs and mission relevant to changing community needs and reflective of diversity?**
- **Do we have clear goals and strategies?**
- **Do board and staff have a common understanding of their roles and responsibilities?**
- **Are our services and practices accessible & sensitive to diverse communities?**
- **Does our fundraising plan meet our current and future needs?**

➢ **Who can apply?**

Social ServicesPOD is available to health and social service organizations that are registered not-for-profit societies in good standing in the Province of British Columbia. Organizations must deliver the majority of their services in the province. It is very important that you correctly provide your organization's society registration number on your application, as this number will be verified.

➢ **Who is NOT eligible?**

Professional Associations, Foundations, Hospitals, Universities, Colleges and School Districts are not eligible for Social ServicesPOD funding.

➢ **What does a Social ServicesPOD grant cover?**

Social ServicesPOD funding can only be directed towards the professional fees of a consultant or resource person. **No other expenses are eligible.** Grant requests are considered to a maximum of **$5,000.**

➢ **Can an organization receive Social ServicesPOD funding more than once?**

Yes, with the following restriction: funding will be granted no more than twice in any five year period.

➢ **What activities are funded?**

Activities to strengthen organizations and improve overall organizational effectiveness, such as:

- Planning - including overall strategic, financial, fundraising, marketing, or communications plans. Planning can be defined as the drawing of a road map to guide the organization in its future activities.
- Board development - related to specific governance and management issues.
- Development of strategies to facilitate organizational change and renewal. Examples of appropriate requests in this category include planning for: agency collaboration or merger; significant reduction or expansion of services; and executive transition or significant change in management structure.
- Diversity/Access Planning - planning to help an agency better attract and provide services to people of different ethnicities, physical and mental abilities, genders, or sexual orientation; assessment and planning for barrier-free and culturally sensitive employment, programs and services and communication.

➢ **What activities are NOT eligible for Social ServicesPOD funding?**

- Planning, development or evaluation of *specific programs or services* (i.e. activities that relate to particular programs, and not to the organization as a whole)
- Implementation activities arising from planning
- Social enterprise research and business planning. Support for such work is available through the Enterprising Non-Profits Program that is administered by the Vancity Community Foundation. Contact the ENP Coordinator at 604-871-5477.
- Retroactive requests
- Staff or volunteer training
- Room rental, food, beverage or incidental costs associated with organizational development activities
- Writing of job descriptions
- Writing or updating of policies, procedures or by-laws
- Ongoing operational costs
- Hiring of part time or full time staff
- Attendance at conferences

- Annual board retreats
- Translation or interpretation services

In addition, incomplete or late applications will not be considered for Social ServicesPOD funding.

➢ **How is our application assessed?**

Organizations will be assessed on the basis of the information contained in the application form. The Program Advisory Committee will look in particular for the following in their assessment of each application:

- A clear and compelling expression of the organization's need to embark on the planning project for which it has requested funding;
- Indication that the project's activities will be inclusive and involve Board, staff and other stakeholders;
- A good understanding of how the project's expected outcomes will serve to strengthen the organization;
- Indication that a reasonably comprehensive selection process will be used to select the project consultant;
- A budget that is appropriate for the project's size and scope.

In the case where a choice must be made between two equally qualified organizations, preference may be given to the organization that would be unable to engage in organizational development activities without the support of Social ServicesPOD.

➢ **How does an organization apply?**

Interested organizations are encouraged to obtain a copy of the application package with as much lead time as possible prior to the deadline. Please ensure that you carefully read the Program Description and Guidelines and Application Instructions before submitting an application. If you have questions about the suitability of your project or about the application process in general, please contact the Centre for Sustainability at (604) 331-0366.

Please ensure that you complete all sections of the application and make your submission by the application deadline. Applications may be submitted by mail, courier or hand delivered; those sent by mail or courier should be postmarked by the application deadline.

Application deadline is as follows:

Spring: Friday April 27th, 2007 **Activity between July 2007 and March 2008**

You can download an application package from our website www.centreforsustainability.ca/programs or request one by contacting the Programs Director at programs@centreforsustainability.ca or (604) 331-0366.

Please note that the Social ServicesPOD application process is very competitive, and demand for grants regularly exceeds available funding. In 2006, for example, the advisory committee had resources to fund only 40 of the 110 applications received during the year. Simply meeting eligibility criteria does not guarantee approval for a Social ServicesPOD grant.

➢ **Important to Note!**

Based on feedback from former Social ServicesPOD recipients, we strongly encourage you to assess your organizational needs prior to completing your application. To assist you with this process, we have developed an *Organizational Development Tool Kit*, which is also available through our website www.centreforsustainability.ca/programs, or request one by contacting the Programs Director, at programs@centreforsustainability.ca or (604) 331-0366. You are also encouraged to read the *Social ServicesPOD Case Studies* document (available on our website) that describes the work of previous Social ServicesPOD grant recipients.

If you have questions about the suitability of your project or about the application process in general, please contact the Centre for Sustainability at (604) 331-0366.